

DEPARTMENT OF EMPLOYEE TRUST FUNDS
Strategic Business Plan
2005 - 2007

Mission Statement

Our mission is ... to develop and deliver quality benefits and services to our customers while safeguarding the integrity of the Trust.

Values

INTEGRITY: We earn the trust of our members by keeping our promises. We maintain their confidence by adhering to the highest standards of ethical conduct in all of our activities.

RESPECT: We appreciate the diversity of those we serve, and we treat each individual with respect. We listen to our members, are helpful and courteous, and make their needs our highest priorities.

QUALITY: We believe in providing quality service that is timely, accurate, thorough and accessible. We approach the challenges of the future by continuously improving our service through creativity and innovation.

PEOPLE: We strive to develop employees to their full potential and foster diversity and team effort. Enthusiasm, skill, dedication, and pride in their work make them our most valuable assets.

Overall Goals

1. To protect the integrity of the Trust and administer benefits through effective **GOVERNANCE** with an emphasis on fiduciary responsibilities.
2. To provide effective and efficient **SERVICE** to participants, employers, and other customers.
3. To deliver quality **BENEFITS** through prudent administration and the development and implementation of cost-containment strategies.
4. To develop and maintain a **WORKFORCE** with the necessary knowledge and skill sets.

Objectives

GOVERNANCE

- Broaden administrative flexibility to enhance the ability to carry out fiduciary responsibilities.
- Assist Boards in developing effective governance measures.
- Educate external and internal parties on fiduciary and Trust administration responsibilities.
- Develop and monitor internal controls to safeguard assets and ensure conscientious and effective administration.

SERVICE

- Identify existing organizational structures, processes and operations within ETF that can be simplified or streamlined, develop a plan to implement, and execute plan.
- Further develop the Department's ability to meet customer needs for guidance and timely, accurate information by providing information through a variety of mechanisms that is informative, accurate, and accessible.
- Provide ombudsperson services to assist participants in resolving benefit issues and assess whether customer needs are being met through current services.
- Maintain high quality operations and service by continually assessing issues raised; reviewing and adopting appropriate best practices; and changing benefit processes, structures and/or delivery as needed.
- Clearly communicate benefit details and options to members and other stakeholders by improving the quality and quantity of internal and external communications.

BENEFITS

- Work with the Governor's Office and the Legislature to protect benefits now offered to participants, seek statutory changes needed to reflect present operating conditions, and suggest changes that would maximize both the levels of service and the cost effectiveness of current benefits.
- Develop and implement information technology applications based on business strategies that effectively and efficiently improve internal functions and external services.
- Educate members and other stakeholders on the advantages of the ETF hybrid pension benefit model and the package of other employee benefits that compliment the overall pension benefit structure.
- Communicate to members and other stakeholders the role of ETF in effectively administering a well-funded benefit programs.
- Educate members and other stakeholders on the roles and responsibilities of the State of Wisconsin Investment Board in effectively managing fund investments while working in partnership and cooperation with ETF.

WORKFORCE

- Encourage documentation of workflow processes to facilitate transition of knowledge among employees.
- Promote an atmosphere where candid discussion, critical thinking and innovation are encouraged and rewarded.
- Provide cross-organizational training and utilization of staff to assist in handling changing demands and priorities.
- Maintain a comprehensive, strategic workforce plan.
- Refine employee development and recruitment efforts to ensure staff has needed skill sets.
- Conduct supervisory and managerial meetings with the Secretary's Office to provide a forum for policy and operational discussions across divisions, cultivating a staff that understand the business processes and interrelationships across the organization.